United Nations E/AC.51/2016/4

Economic and Social Council

Distr.: General
24 March 2016

Original: English

Committee for Programme and Coordination
Fifty-sixth session
Organizational session, 21 April 2016
Substantive session, 31 May-24 June 2016
Item 3 (c) of the provisional agenda*
Programme questions: evaluation

Triennial review of the implementation of recommendations on the programme evaluation of the United Nations Office on Drugs and Crime

Report of the Office of Internal Oversight Services

Summary

The present report is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session to review the implementation of its recommendations three years after taking decisions on evaluations submitted to the Committee (see A/37/38, para. 362). The triennial review determines whether the five recommendations emanating from the programme evaluation of the United Nations Office on Drugs and Crime (UNODC) conducted by the Office of Internal Oversight Services (OIOS) have been implemented. The Committee expressed its appreciation for the report of OIOS on the evaluation of UNODC (E/AC.51/2013/4) and took note of all five recommendations therein.

All but one of the five recommendations have been implemented.

Under recommendation 1, on focusing on translating its corporate vision through fully integrating its functional areas and aligning its thematic and geographic programmes, UNODC has strengthened the linkages and alignment among its country, regional and thematic programmes and published guidelines to foster a more strategic and integrated approach to its programme planning, the implementation of its strategic framework and the coordination of its institutional partnerships. It has also established the Public Affairs and Policy Support Branch to better factor in research data and threat assessments when determining where to focus its operations.

* E/AC.51/2016/1.

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UNODC has not implemented recommendation 2 on operationalizing an integrated knowledge management strategy, stating that it was unable to do so owing to a lack of resources. However, a strategy has been developed, the Strategic Planning and Interagency Affairs Unit of UNODC has among its responsibilities "supporting the development of knowledge management and experience sharing within the organization", and other ongoing activities, such as knowledge-sharing events, could be better leveraged to enhance knowledge management in the organization.

Under recommendation 3, on improving functions for guidance and support to programme planning, monitoring and results reporting, UNODC has strengthened its guidance and support for those functions and established a system of interdivisional consultations regarding planning and reporting at the technical and senior management levels. It has also launched a network of monitoring and evaluation quality assurance focal points and plans to roll out a revised road map for results-based management in 2017.

Under recommendation 4, on implementing its fundraising strategy with a special focus on reducing earmarking of extrabudgetary contributions, UNODC has enhanced its 2012-2015 strategy by proposing that funding should be better linked to programme performance and has consistently highlighted the challenges associated with earmarked funding in its publications, reports and communications, including by developing a one-page brochure and graphic to highlight the issue. However, those steps have not yet resulted in the desired outcome of reducing earmarking of extrabudgetary funding.

Under recommendation 5, on establishing a mechanism to ensure formal, systematic tracking of organizational actions that it takes in response to evaluation recommendations made by its Independent Evaluation Unit, in May 2015 UNODC launched and began use of an online tool for tracking those recommendations.

With the exception of recommendation 2, UNODC has implemented the recommendations contained in the OIOS evaluation of 2013, and has seen some positive changes to its programme performance as a result. They include:

- More effective planning of interregional initiatives;
- Better coordination among and integration of country, regional, thematic and global programmes;
- Improved monitoring and reporting of results;
- Enhanced utility of its embedded evaluation function through regular and systematic follow-up to recommendations of the Independent Evaluation Unit.

To further increase its effectiveness, including a greater ability to respond to unexpected developments and global threats and risks associated with drugs and crime, UNODC would need to exercise greater flexibility in its use of its own resources by reducing earmarking of extrabudgetary funds and strengthen its efforts to acquire and allocate the resources necessary to operationalize its knowledge management strategy.

I. Introduction

1. At its fifty-third session in 2013, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS) on the programme evaluation of the United Nations Office on Drugs and Crime (E/AC.51/2013/4). The Committee expressed its appreciation for the report and took note of all five recommendations therein.[1] The Committee highlighted the global nature of challenges confronting the United Nations Office on Drugs and Crime (UNODC) and recognized the effectiveness and the impact of the activities of the Office in the field. It emphasized, in particular, the value of the provision by UNODC of technical expertise in supporting the efforts of member States, at their request, in ratifying international instruments, as well as its role in mobilizing financial and technical assistance to meet the needs of member States in their fight against drugs and crime. It further noted the value of research and analysis by UNODC and of its publications and underlined the important contribution of the Office to capacity-building at both the regional and the national levels. The Committee also noted the need for a wider operational knowledge management strategy to further leverage the resea.ch and analysis work of UNODC.

2. The present report is issued pursuant to a triennial review of those recommendations, and is an examination of the current status of implementation of the recommendations contained in the report. The objective of the triennial review is to report on the extent of implementation of the recommendations from the programme evaluation by UNODC. It is also discussed whether, and, if so, to what extent, implementation of the recommendations has contributed to programme changes.

3. The methodology for the triennial review included:

(a) A review and analysis of biannual progress reports on the status of recommendations that are monitored through the OIOS Issue Track database;

(b) An analysis of relevant information, documents and reports obtained from UNODC, such as thematic, country and regional programme and project documents and reports, the minutes of Executive Committee and senior management meetings and internal interdivisional correspondence;

(c) An assessment of the UNODC evaluation recommendation tracking tool;

(d) Six individual and two group interviews with UNODC management and programme staff.

4. OIOS also attempted to ascertain what changes, if any, had resulted from implementation of the recommendations.

5. The report incorporates comments received from UNODC during the drafting process. A final draft was shared with UNODC and its comments on the draft are attached in the annex to the present report. OIOS expresses its appreciation for the cooperation by UNODC in the drafting of the present report.

[1] E/AC.53/2013/4.

II. Results

6. Of the five recommendations, four have been implemented. The implementation status of each of the five recommendations is discussed below.

Recommendation 1
To focus on translating its corporate vision through fully integrating its functional areas and aligning its thematic and geographic programmes

7. Recommendation 1 reads as follows:

> UNODC, through participation by and ownership of headquarters and field offices, should further focus on translating its corporate vision through fully integrating its functional areas and aligning its thematic and geographic programmes, and also factor in research data and threat assessments when determining where it should concentrate its competencies and operations.

8. In its management response to the OIOS evaluation, UNODC noted that it was an issue that it had already begun to address. It further stated that a "modality for interregional programme cooperation had been developed and approved by the Executive Committee",[2] consisting of a joint programme design, development and approval process for regional and country programmes. OIOS reviewed the structure of the modality and noted that it contained, among other features, specific guidelines on the approval of field programmes, including a specific requirement for linking such programmes with the organization's thematic and global priorities.[3]

9. UNODC has also integrated its functional areas and aligned its thematic and geographic programmes in several ways. First, all UNODC regional and country programmes approved in February 2013, together with thematic and global programmes approved in September 2013, were aligned both with the organization's thematic and global strategies for the period 2012-2015 and with its proposed strategic framework for 2016-2017. As one example illustrating that larger organizational approach, the UNODC country partnership programme for the Islamic Republic of Iran, 2015-2019, has been linked with existing programmes in the region, notably those in Afghanistan and Pakistan. In addition, all three country programmes were further aligned with the regional programme for Central Asia, in order to facilitate an integrated and concerted UNODC response in West and Central Asia.[4] All country programmes in that region have outputs supporting UNODC drug control and cooperation structure through the interregional drug control approach to ensure effective linkages among all UNODC regional programmes affected by the Afghan opiate trade. Furthermore, UNODC has collected data from the region, for example through a survey undertaken in March 2013 on the opiate trade, to inform the organization's country, regional and thematic programme development.

10. In order to better factor in research data and threat assessments when determining where it should concentrate its competencies and operations, UNODC established the Public Affairs and Policy Support Branch in 2013. The Branch is responsible for the production, management and maintenance of a range of policy

[2] E/AC.51/2013/4.
[3] Minutes of the United Nations Office in Vienna/UNODC Executives Committee Meeting, 16 January 2013.
[4] Integrated UNODC Solution for West and Central Asia.

support and management tools to facilitate the effective and efficient implementation of the broad mandates of the Office in the areas of policy analysis and research, normative work, and capacity-building work in the field. In doing this, it collaborates with the Research and Analysis Branch of UNODC on issues related to positioning UNODC to support an accountability framework for security, justice and the rule of law in the post-2015 development agenda. It also collaborates with the Advocacy Section of UNODC on communication strategies for launching key research products, and contributes towards ensuring that UNODC publications influence effective debate and dialogue regarding its mandate.

11. Furthermore, in 2014, UNODC published guidelines to foster a more strategic and integrated approach to its programme planning, the implementation of its strategic framework and the coordination of its institutional partnerships with the United Nations system and other key multilateral partners at the policy and operational level. OIOS reviewed the guidelines and noted that they contained the following tools to facilitate more aligned and cohesive programme planning and management:

- The programme and operations manual
- Automated log-frame application
- Online project progress reports linked to the automated log frame application
- Customized training on results-based management for field- and headquarters-based offices
- UNODC standard glossary of terms
- Templates for partnership agreements and memorandums of understanding
- Monitoring matrix of interagency cooperation activities
- Standard outcome indicators (in collaboration with the relevant UNODC thematic branches)

12. Lastly, UNODC has also made progress in establishing and defining its own position in the context of the global transition to the Sustainable Development Goals with a view to providing more effective support to member States. Key cross-cutting activities in this regard have been consolidated, including those related to its policy support, external relationship management and presence in international networks.[5]

13. Interviews with UNODC staff indicate that they have facilitated better planning of interregional initiatives, as well as better coordination among and integration of country, regional, thematic and global programmes. One positive outcome in particular has been the establishment of more interdivisional teams leading joint workplans with clear performance indicators.

14. The recommendation has been implemented.

Recommendation 2
To operationalize an integrated knowledge management strategy

15. Recommendation 2 reads as follows:

[5] Thematic programme, 2014-2015, Public Affairs and Policy Support Branch, 2014.

UNODC should operationalize an integrated knowledge management strategy to leverage its unique technical competencies and policy solutions and strengthen its research and analysis function.

16. UNODC developed a knowledge management strategy in 2009; however, it has not operationalized the strategy and therefore the recommendation has not been implemented. In November 2013, it presented a paper on the operationalization of the strategy for consideration by the Executive Committee but asked the Committee to postpone further consideration of the paper until December 2013 in order to allow more time for internal interdivisional and senior management consultations. However, the paper was never resubmitted to the Executive Committee.

17. UNODC has asserted that the knowledge management strategy was not operationalized owing to a lack of resources, and noted that operationalization would normally be funded out of core resources, either from the regular budget or through un-earmarked funding. It has stated that it will attempt to raise funds from the donor community for that purpose. UNODC has also indicated that it is awaiting the completion of a review by the Joint Inspection Unit in 2016 of knowledge management in the United Nations system with a view to determining the best way to operationalize its knowledge management strategy.

18. However, several actions and initiatives could have been better leveraged to implement the recommendation. First, a UNODC project on change management (GLO171), which was implemented from 2005 to 2013, had as one of its desired outcomes the promotion of more effective knowledge management, including through peer networks. The project was extended for a further two years, to December 2015, with a budget increase of $1,275,544. In the revised GLO171 project document, UNODC noted that the expected knowledge management outcome had not been achieved owing to lack of funding. It was also stated that the outcome had been dropped since the knowledge management system had already been presented to the Executive Committee, although that was not the case.

19. Other ongoing activities can also be further optimized with a view to operationalizing the UNODC knowledge management strategy. For example, the Division for Policy Analysis and Public Affairs of UNODC and its Staff Development Unit have jointly organized a series of knowledge-sharing events bringing together headquarters and field staff to discuss topics and issues of common interest. The discussions at those meetings can be captured, analysed and shared with all staff in the interests of more systematic distribution throughout the organization. In addition, programme-level knowledge products, such as good practices and evaluation findings, are disseminated to specific stakeholder audiences.

20. Further, UNODC staff interviewed stated that no dedicated unit within the organization had been assigned responsibility and accountability for operationalizing the knowledge management strategy. However, the Strategic Planning and Interagency Affairs Unit of UNODC had, among its responsibilities, supporting the development of knowledge management and experience sharing within the organization, in an effort to identify, capture, retain, store, create, evaluate, update, represent and distribute knowledge for use, awareness and learning.[6] Implementation of that would meet the intent of the OIOS recommendation.

[6] Ibid.

21. The recommendation has not been implemented. UNODC should resubmit its knowledge management strategy to the Executive Committee for consideration and endorsement, with a view to operationalization, with support from the Strategic Planning and Interagency Affairs Unit. Steps to be considered in that regard include better leveraging some of the current activities described above, developing an organization-wide database to systematically and consistently capture institutional knowledge, and the use of regular e-mail broadcasts to disseminate that knowledge to all staff.

Recommendation 3
To improve its functions for guidance and support to programme planning, monitoring and results reporting

22. Recommendation 3 reads as follows:

> UNODC should clarify and improve its functions for guidance and support, possibly through the creation of a standing mechanism, to: (a) programme planning and monitoring; (b) alignment of operational programmes with corporate plans; and (c) results-based management and results reporting.

23. UNODC has strengthened its guidance and support for programme planning, monitoring and results reporting. With regard to programme planning and monitoring, as of November 2014, all country and regional programmes are submitted to regional sections, which ensure and lead the programme review and finalization by the relevant interdivisional task team to highlight key strategic and technical issues, prior to review by the Programme Review Committee to ensure their conformity with the UNODC strategic framework. A similar mechanism has been put in place for global programmes. The Committee is the main interdivisional body that provides oversight of the approval and implementation of UNODC country, regional and global programmes, and provides recommendations to the Executive Director, senior staff and programme managers to ensure the strategic alignment of normative work with operational activities. Following endorsement by the Committee, the programmes and workplans are presented to the Executive Director for further guidance and final approval during the first quarter of the calendar year. The Executive Director also issued a directive in 2015 instructing that quality control of project log frames would be consistently provided to all substantive sections, with advisory support from the Strategic Planning and Interagency Affairs Unit for the development of log frames for new regional and country programmes.

24. UNODC has also established a system of interdivisional consultations regarding planning and reporting at the technical and senior management levels, which is coordinated by the Strategic Planning and Interagency Affairs Unit in its role as Secretariat of the Programme Review Committee. UNODC senior management interviewed stated that they monitor existing organizational structures and institutional mechanisms to determine where further guidance and support for planning and programming may be needed.

25. In addition, with regard to monitoring, the Strategic Planning and Interagency Affairs Unit and the Independent Evaluation Unit established and launched a network of focal points for monitoring and evaluation quality assurance among field and Vienna-based programme offices in 2014. The network members are consulted as needed and provide inputs on new structures, mechanisms and priorities before those are established.

26. With regard to alignment of operational programmes with corporate plans, in 2014, UNODC adopted a nine-pillar programme structure to ensure a more integrated approach to its work programme and activities. OIOS reviewed the UNODC strategic framework and consolidated programme budget for 2014-2015 and noted that both were structured around the following nine pillars:

(a) Transnational organized crime and illicit trafficking;

(b) Prevention, treatment and reintegration, and alternative development;

(c) Countering corruption;

(d) Terrorism prevention;

(e) Justice;

(f) Research, trend analysis and forensics;

(g) Policy support;

(h) Technical cooperation and field support;

(i) Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board.

27. In the area of results-based management, UNODC has developed a draft road map, which was presented to senior managers in 2014. They noted that the Joint Inspection Unit would be undertaking a United Nations system-wide review of results-based management performance throughout 2015, and decided to postpone further consideration of the draft road map pending its report, which is yet to be finalized. An internal evaluation of results-based management was also postponed until after the report was completed but has now been included in the workplan of the Independent Evaluation Unit for 2016-2017. Furthermore, outcome 4 of the revised UNODC project on change management (GLO171) (see para. 16 above) provides for continuous support for field and programme staff with regard to results-based management:

Outcome 4: Field officers are aware of results-based management practices and utilize them as regards project planning, formulation, implementation monitoring and evaluation
Indicator: 90 per cent of project/programme documents as well as other strategic instruments are in line with results-based management practices

28. UNODC staff interviewed noted that they have seen some improvement in the corporate guidance for, and quality of, programme reporting. They stated in particular that UNODC has strengthened its quality assurance procedures by the introduction of several steps for strategic and programmatic review.

29. The recommendation has been implemented. UNODC should follow through on its plan to conduct an in-depth evaluation of results-based management by the fall of 2016 and roll out the results-based management road map by February 2017.

Recommendation 4

To implement its fundraising strategy with special focus on reducing earmarking of extra budgetary contributions

30. Recommendation 4 reads as follows:

> UNODC should further implement its fundraising strategy with special focus on reducing earmarking of extra budgetary contributions.

31. Some of the components contained in the OIOS evaluation recommendation have been addressed in the UNODC fundraising strategy for 2012-2015. In the strategy, it is proposed that funding should be linked to programme performance and based upon agreed outcomes in order to enable the organization to exercise more discretion over its extrabudgetary resources. The following mechanisms for linking funding to programme performance, to be put in place in early 2016, are set out in the strategy:

- Holding a biannual "appeal" or pledging conference — implying biennial or multi-year indicative pledges in line with the UNODC budget cycle
- Encouraging donors to apply a fixed share of their contributions to general purpose funding, thus implying a voluntary and fair means of burden sharing
- Encouraging donors to provide a fixed percentage in soft-earmarking in support of the UNODC regional and thematic programmes, which would allow the inclusion of funds for the necessary policy support functions
- Introducing a system of voluntary assessments such as the United Nations Environment Programme voluntary indicative scale of contributions.[7]

32. In its publications, reports and communications, UNODC has consistently highlighted the challenges associated with earmarked funding and the importance of un-earmarked funding. In November 2014, the Executive Director issued a circular to senior management and heads of divisions to launch the implementation of the above measures from its strategy and its biannual appeal, specifically noting that:

> the content of the 2014 Annual Programme Reports will be used for drafting a consolidated 2014 UNODC Annual Report, to be presented to Member States during the course of 2015. It is envisaged that the Report would also provide the basis for a UNODC Funding Appeal event to be held in 2015.

33. Furthermore, in 2015 UNODC prepared a one-page brochure highlighting the programme areas that would be negatively affected by a sustained decline in general purpose funding and has used it in bilateral meetings with donors. It specifically states in the brochure that:

> UNODC needs to retain the operational flexibility to provide seed funding for new programmes, support partially funded interventions prioritized by UNODC management, and respond to urgent ad-hoc requests from Member States and growing demands for action in UNODC-mandated areas. In addition, unexpected developments caused by external factors, including higher security risks and force majeure, need to be covered from un-earmarked resources.

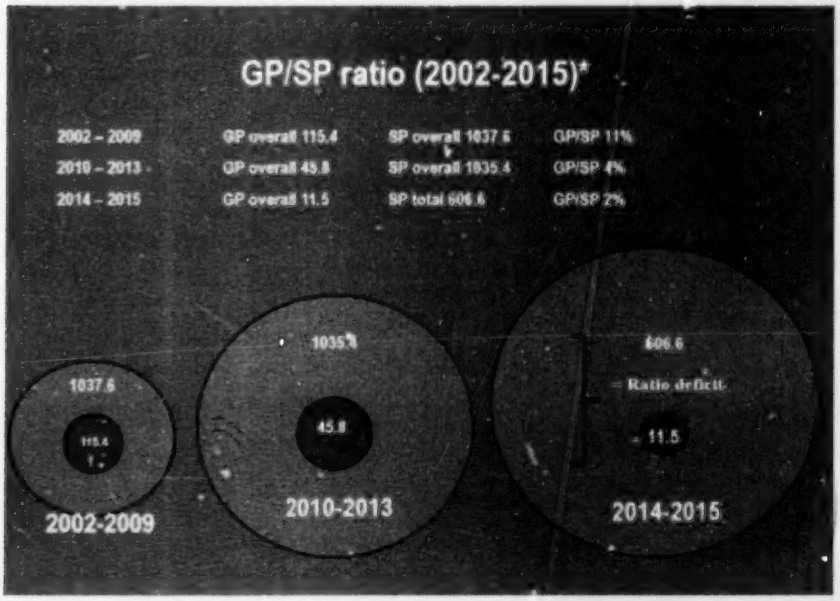
[7] See www.unodc.org/documents/donors/Fundraising.Strategyv._final_print_version.5_Sep.2012.pdf, p. 27.

34. Also highlighted in the brochure are the key research functions of UNODC, which are funded from the general purpose budget and which have enabled it to produce flagship publications such as the *World Drug Report*, *the Global Study on Homicide* and global and regional *Transnational Organized Crime Threat Assessments*.

35. The UNODC Annual Report 2014 also contains a reference to measures taken by UNODC to reduce earmarking, including the use of International Public Sector Accounting Standards to facilitate transparent presentation of UNODC financial results to donors and the establishment of the Framework of Engagement of External Parties to improve transparency with regard to the selection and management of implementing partners and grantees.[8]

36. Additionally, UNODC has compiled a funding trend analysis to provide a visual graphic for its advocacy efforts with member States and donors and which is being used as part of the organization's communications toolkit. The analysis, shown in figure 1, illustrates that the desired funding outcomes have not yet been achieved, and that the decline in the ratio of general purpose to earmarked funding has persisted since 2010, with the 2014-2015 biennium being the worst with regard to the ratio of special purpose/earmarked funds to general purpose funds.

Figure 1
UNODC funding trends, 2002-2015



Source: UNODC brochure.
Abbreviations: GP, general purpose funding; SP, special purpose funding.

37. The recommendation has been implemented. However, it has not yet resulted in the desired outcome of reducing earmarking of extrabudgetary funding. As

[8] UNODC Annual Report 2014, p. 125.

discussed in its evaluation of 2013, UNODC requires greater flexibility with regard to its resource utilization in order to more effectively meet its greatest priorities and member State demands in a timely manner. The programme performance of UNODC may be negatively affected if the current trends in decreasing general purpose funding continue. To further reduce earmarking of extrabudgetary contributions, UNODC should continue with its information-sharing and advocacy efforts and consider additional action.

Recommendation 5

To establish a mechanism to ensure formal, systematic tracking of organizational actions that it takes in response to its evaluation recommendations

38. Recommendation 5 reads as follows:

> UNODC should establish a mechanism to ensure formal, systematic tracking of and periodic reporting to Member States on organizational actions that it takes in response to the recommendations made by the Independent Evaluation Unit.

39. In May 2015, UNODC launched and began use of an online tool for tracking the implementation of evaluation recommendations by its Independent Evaluation Unit. The tool has been actively in use for just under a year. In a special message dated 6 May 2015 to programme managers when the tool was introduced, the Unit advised that "another further developed feature of this application is the recommendations follow-up plan for more easily keeping track of the implementation status of evaluation recommendations." OIOS reviewed the database and verified that the online tracking tool was already being used and populated with data.

40. Data currently in the tracking tool from 47 global, regional, country and cluster evaluations by the Independent Evaluation Unit are shown in tables 1 and 2 below:[9]

Table 1

Independent Evaluation Unit recommendations captured in the UNODC tracking tool

Number of recommendations accepted	442
Number of recommendations partially accepted	59
Number of recommendations rejected	21
Total number of recommendations	**588**

Source: UNODC recommendation tracking tool.

[9] Some of the data from 2016 have yet to be uploaded; the data may thus appear incomplete.

Table 2
Status of Independent Evaluation Unit recommendations in UNODC tracking tool

Implementation in progress	507
Fully implemented	33
Partially implemented	5
No longer relevant	6
Could not be implemented	3

Source: UNODC recommendation tracking tool.

41. UNODC staff interviewed stated that, with consistent use of the online tool, senior management would be able to monitor, track and enforce the implementation of recommendations from evaluations by the Independent Evaluation Unit. The activation of the tool has begun to contribute to more useful evaluations and greater use of evaluative evidence in programmatic decision-making and lesson learning. Section 3 of the online tool reporting template, "Lessons learned, good practices, risks and challenges, and suggested adaptations", contains the following guideline:

(1) Key lessons learned (including the recommendations of the Programme Steering Committee and the results of evaluations, if any)
Whether, for example, there have been specific evaluation recommendations for the programme itself and/or for relevant projects that contribute to the programme

42. In accordance with the above guideline, programme managers have been using the tool to report on actions taken to implement evaluation recommendations with a view to improving programme performance. As an example, the midterm evaluation of the country programme in the Islamic Republic of Iran[10] included five recommendations, one of which called for a revision of the programme log frame and better baseline data collection with a view to better orienting the programme towards reporting and progress monitoring. Follow-up reporting on the recommendation indicated that a consultant had been hired to identify a number of qualitative indicators to improve the monitoring of results achieved in the programme.

43. The recommendation has been implemented.

III. Conclusion

44. UNODC continues to fulfil its mandate to support member States in responding to global threats related to drugs and crime. Except in the case of recommendation 2, the Office has taken steps to implement the recommendations contained in the OIOS evaluation of 2013, and has seen some positive changes to its programme performance as a result. They include:

[10] UNODC Technical Cooperation on Drugs and Crime in the Islamic Republic of Iran — Country Programme 2011-2014.

- More effective planning of interregional initiatives
- Better coordination among and integration of country, regional, thematic and global programmes
- Improved monitoring and reporting of results
- Enhanced utility of its embedded evaluation function through regular and systematic follow-up to recommendations by the Independent Evaluation Unit

45. To further increase its effectiveness, including a greater ability to respond to unexpected developments and global threats and risks associated with drugs and crime, UNODC would need to exercise greater flexibility in the use of its own resources by reducing earmarking of extrabudgetary funds. As noted above, in paragraph 37, the current lack of flexibility will hamper its agility in responding to threats and risks as well as urgent requests from member States. UNODC should also step up its efforts to acquire and allocate the resources necessary to operationalize its knowledge management strategy, while at the same time putting in place mechanisms with few or no resource requirements, such as a central database to capture institutional knowledge. With those additional efforts, UNODC will further enhance its capacity to fulfil its important mandate.

(*Signed*) Heidi **Mendoza**
Under-Secretary-General for Internal Oversight Services

23 March 2016

Annex*

Comments received from the United Nations Office on Drugs and Crime

The Office on Drugs and Crime (UNODC) would like to extend its gratitude to the Office of Internal Oversight Services (OIOS) for the opportunity to provide comments on the report. UNODC fully acknowledges the importance of the triennial review and thanks OIOS for its consultative approach throughout the preparation of the report.

UNODC has studied the report carefully and appreciates the acknowledgement of important progress made in the three years since 2013 by the Office. UNODC would like to respond to the following recommendation made by OIOS in paragraph 21:

"The recommendation has not been implemented. UNODC should resubmit its knowledge management strategy to the Executive Committee for consideration and endorsement, and operationalization by the already dedicated unit — the Strategic Planning and Interagency Affairs Unit. Some steps that can be considered in that regard include better leveraging some of the current activities described above; developing an organization-wide database that can systematically and consistently capture institutional knowledge; and the use of regular e-mail broadcasts for disseminating that knowledge among all staff."

Regarding the above recommendation, knowledge management takes place systematically at the programme level: knowledge products (i.e. research, analyses, databases, good practices, evaluation findings etc.) are issued and disseminated regularly to specific stakeholder audiences; likewise, knowledge services are also provided through periodic briefings to key constituencies such as staff, senior managers and member States. An example is the UNODC Global eLearning Programme which, in 2015, covered and delivered online training in 20 thematic courses, consisting of 231 modules in English and 11 other languages, providing on-demand capacity-building to member States' officials. More than 80 member States were connected to the online and offline platforms and more than 50 have requested access to UNODC training.

It should be noted that the role of the Strategic Planning and Interagency Affairs Unit with regard to knowledge management is a supportive one, as mentioned in paragraph 20 above. It is therefore incorrect to refer to the Unit as the "dedicated unit" for the purposes of operationalizing the knowledge management strategy. A knowledge management systemic initiative can be undertaken only through a corporate approach and with the support of the necessary financial and human resources, neither of which have materialized to date.

UNODC is in the process of recruiting a temporary staff member with a view to, inter alia, revising the knowledge management strategy. The revision will take fully into account the results of the forthcoming review by the Joint Inspection Unit

* In the present annex, the Office of Internal Oversight Services presents the full text of comments received from the United Nations Office on Drugs and Crime. This practice has been instituted in line with General Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.

of knowledge management in the United Nations system, to be carried out in 2016. New patterns of knowledge use and sharing by all organizations will be identified in the review, with a view to triggering reduction of costs system-wide and facilitating access for member States and other stakeholders. As stated in the terms of reference: "It will give an indication on the possible ways and means to improve the preparedness of the participating organizations to follow or, at their best, to turn into better account the potential of information and communication tools in optimizing the performance of each organization and of the United Nations system as a whole". It is expected that the Joint Inspection Unit report will be completed by December 2016. The findings and recommendations of the review will provide key input for the Office's future course of action. On the basis of the report, the Strategic Planning and Interagency Affairs Unit will resubmit a revised knowledge management strategy to the Executive Committee in the first quarter of 2017, including suggestions on how it may be operationalized. We also trust that, by becoming part of an integrated United Nations approach to knowledge management, the Office would be in a better position to attract the necessary resources from the donor community, a key condition for operationalizing the knowledge management strategy.

Pending the availability of resources, the Office will continue with its knowledge management efforts at the programme level, but, as indicated above, will not be in a position to engage in a wider initiative.